

The Vision Document does not have a rigid formatting requirement. It most important to capture the thinking and then subsequently organize the resulting thoughts around the nature of the visioning exercise and specific issues at hand. This MBT template provides guidance on the visioning process.

When you begin the process of strategic planning, visioning comes first. When visioning the change, ask yourself, "What is our preferred future?" and be sure to:

- Draw on the beliefs, mission, and environment of the organization.
- Describe what you want to see in the future.
- Be specific to each organization.
- Be positive and inspiring.
- Do not assume that the system will have the same framework as it does today.
- Be open to dramatic modifications to current organization, methodology, teaching techniques, facilities, etc.

## **Key Components for Your Vision**

### Incorporate Your Beliefs

Your vision must be encompassed by your beliefs.

- Your beliefs must meet your organizational goals as well as community goals.
- Your beliefs are a statement of your values.
- Your beliefs are a public/visible declaration of your expected outcomes.
- Your beliefs must be precise and practical.
- Your beliefs will guide the actions of all involved.
- Your beliefs reflect the knowledge, philosophy, and actions of all.
- Your beliefs are a key component of strategic planning.

## **Create a Mission Statement**

Once you have clarified your beliefs, build on them to define your mission statement which is a statement of purpose and function.

- Your mission statement draws on your belief statements.
- Your mission statement must be future oriented and portray your organization as it will be, as if it already exists.
- Your mission statement must focus on one common purpose.
- Your mission statement must be specific to the organization, not generic.
- Your mission statement must be a short statement, not more than one or two sentences.

Here is an example mission statement: "By providing quality education, we empower individuals to become caring, competent, responsible citizens who value education as a lifelong process."

## **Benefits of Visioning**

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Breaks you out of boundary thinking.
- Provides continuity and avoids the stutter effect of planning fits and starts.
- Identifies direction and purpose.
- Alerts stakeholders to needed change.
- Promotes interest and commitment.
- Promotes laser-like focus.
- Encourages openness to unique and creative solutions.
- Encourages and builds confidence.
- Builds loyalty through involvement (ownership).
- Results in efficiency and productivity.

## **Vision Killers**

As you engage in the visioning process, be alert to the following vision killers:

- Tradition
- Fear of ridicule
- Stereotypes of people, conditions, roles and governing councils
- Complacency of some stakeholders
- Fatigued leaders
- Short-term thinking
- "Naysayers"